October 16, 2019

University of Florida
Gainesville, FL 32611

Dear Dr. Yong Jae Ko, Chair of the Search Committee,

I am writing in application to the Assistant Professor position in the Department of Sport Management at the University of Florida. I am an Assistant Professor at Texas Tech University. I am currently working on a project examining league entry into human capital ecosystems. The project contributes to my overall research, which focuses on labor and leagues in the sport industry.

My current research examines how sports organizations use labor strategies to enter new sport markets. Specifically, it focuses on four rugby leagues in the United States, the National Women’s Hockey League (NWHL), the BIG3 basketball league, the Alliance of American Football (AAF), the Premier Lacrosse League (PLL), and National Pro Fastpitch (NPF). I use inductive methods, such as interviews, participant observation, and document analysis, and theories such as market ecosystem theory, Actor-Network Theory, human capital theory, institutional theory, and stakeholder theory. So far, I have found that league administrators think of emerging sport markets as human capital ecosystems, with many actors cooperating to invest in athlete human capital and competing to capture returns.

In contrast to work that emphasizes how sport organizations pursue competitive advantages in an increasingly cluttered marketplace, this research demonstrates that sport organizations compete by building niches, shaping regulations, and forging alliances to support their own value proposition. Thus, sport organizations are able to influence the economic and political environment in which they compete. Human capital ecosystem theory also focuses attention on human resources and human resource investment. As the theory develops, it may provide insights to management in emerging sport markets as well as other industries that depend on superlative human performance.

The first study from this project, on human capital ecosystem construction in rugby, was published in the *Journal of Sport Management*. Two other studies are in review at *European Sport Management Quarterly* and *Sport Management Review*. A fourth article applying these ideas to how daily fantasy businesses navigated gambling regulations was accepted by *American Business Law Journal* and was a finalist for best paper at the *Academy of Legal Studies in Business*. A fifth article on athlete-centric market entry strategies is under review at the *Journal of Sport Management*. I will submit a sixth article on athlete-owned sports leagues to *Sport Management Review* in December.

My previous research focused on labor issues in sport. I used multiple methods to study the unique conditions of event workers, interns, and athletes in the sport industry. A study on legal protections and exploitation in event work was published by *Sport Management Review*. Two
studies on sport management interns and athlete workplace health issues were also published in the *Journal of Sport and Social Issues*.

My next project will focus on athletes’ work and labor markets. I am collecting minor league baseball players’ career expectations using a method I designed called the “career tree method.” David Pifer and I are comparing athletes’ career trees to data on baseball players drafted between 2003 and 2011 to see if athletes’ overestimate their chances of success and whether this influences their work and the labor market as a whole. I plan on earning grant funding for this research from organizations like the Russell Sage Foundation and the Ford Foundation. More Than Baseball, an organization created to improve the working conditions of minor league baseball players, is using our research to publish a recommended salary scale and a letter to interested State Attorney Generals in 2020.

I am willing to teach classes on finance at the undergraduate and graduate level as well as other classes in the curriculum. I have taught graduate level financial management and undergraduate classes on finance and economics. I use in-class activities, Microsoft Excel, and case studies to teach concepts and theories students can use to solve sport management problems. For example, students who completed my graduate classes estimated the economic impact of a sport event using raw data and decided whether to publicly fund the event. I also include my research on ecological finance and athlete financial decision-making in class. I have developed one study abroad class and two online classes. Over the last four semesters, students rated my teaching higher than the average ratings for the entire university, the College of Arts and Sciences, and the department of Kinesiology and Sport Management. My department just nominated me for the College’s Teaching Innovation Award.

This position is appealing to me because of the department’s doctoral program, the Laboratory for Athlete & Athletics Development & Research (LAADR), and the Innovative Research in Sport Events (I-RISE) initiative. I look forward to collaborating with scholars such as Kyriaki Kaplanidou on sport event work and Joon Sung Lee on how consumers process information about fair pay in sport.

I am enclosing my curriculum vitae and the names of five referees. Thank you for considering my application. I look forward to hearing from you.

Sincerely,
Christopher M. McLeod
Christoper Michael McLeod

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2023 102 Street, A
Lubbock
Texas, 79410

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General Information

Education

2017 Ph.D., Florida State University
Department of Sport Management
Tallahassee, FL

2013 M.S., Florida State University
Department of Sport Management
Tallahassee, FL

2012 B.S., University of Otago
School of Physical Education
Dunedin, New Zealand

Professional Experience

2017-Present Texas Tech University
Assistant Professor, Department of Kinesiology & Sport Management

2014-2017 Florida State University
Coordinator, Grants and External Funding. Center of Sport, Health, and Equitable Development

Research and Creative Activities

Peer Reviewed Journal Articles


**Law Review Articles**


**Book Chapters**


Manuscripts Submitted for Review

**Conditional Acceptance**
Du. J., McLeod, C. M., & James, J. D. (Conditional Acceptance). Brand environments and the emergence and change of awareness for new sports teams: A two-wave examination. Sport Marketing Quarterly. [IF = 1.143]

**Accepted with Minor Revisions**

**Second Review**
McLeod, C. M. & Nite, C. (Revise and resubmit). ‘We all know we are not going to make much, but that is also good’: The co-construction of employment relations in semi-professional leagues. Submitted to European Sport Management Quarterly.

**First Review**

**First Review**

Technical Reports

**Forthcoming**

2017

2014

Peer Reviewed Conference Presentations

2019*
Quebec, Canada, QC.

*Finalist for best paper (one of four)


American Society for the Sociology of Sport Annual Conference, Quebec City, Canada.

**2013**  

**2012**  

## Teaching

### Courses Taught at Texas Tech University

#### Graduate

**Financial Management in Sport (SPMT 5321)**  
- Spring 2009: 24 students / students’ average rating: 4.6; University average: 4.4 (scaled 1-5; 5 indicates “Strongly Agree”)  
- Spring 2018: 23 students / students’ average rating: 4.3; University average: 4.4 (scaled 1-5; 5 indicates “Strongly Agree”)

#### Undergraduate

**Study Abroad (SPMT 4353)**  
- Maymester 2019, taught in Seville, Toledo, Segovia, and Madrid.

**Financial and Economic Aspects of Sport (SPMT 4357)**  
- Fall 2019: 45 students ongoing  
- Summer 2019 (Online): 40 students / students’ average rating: 4.4; University average: 4.3  
- Fall 2018: 45 students / students’ average rating: 4.8; University average: 4.4  
- Summer 2018 (Online): 34 students / students’ average rating: 4.7; University average: 4.4  
- Fall 2017: 45 students / students’ average rating: 4.5; University average: 4.4

**Social Issues in Sport (SPMT 4353)**  
- Fall 2019: 45 students ongoing  
- Summer 2019: 18 students / students’ average rating: 4.6; University average: 4.3 (scaled 1-5; 5 indicates “Strongly Agree”)  
- Spring 2019: 45 students / students’ average rating: 4.6; University average: 4.4 (scaled 1-5; 5 indicates “Strongly Agree”)  
- Fall 2018: 45 students / students’ average rating: 4.7; university average: 4.4  
- Summer 2018: 23 students / students’ average rating: 5; University average: 4.4  
- Fall 2017: 45 students / students’ average rating: 4.8; University average: 4.4

### Courses Taught at Florida State University

#### Doctoral Seminars

**Guest Lecturer, From Political Economy to Economics (SPM 6064)**
Guest Discussant, Sport and the State: Giorgio Agamben’s *Homo Sacer* (SPM 6017)

**Undergraduate**

**Sport Finance (SPM 4505)**
- Summer 2017: 8 students / students’ overall instructor rating M= 4.83 Mdn=5 (scaled 1-5; 5 indicates “Excellent”)
- Fall 2016: 40 students / students’ overall instructor rating M= 4.76 Mdn=5 (scaled 1-5; 5 indicates “Excellent”)

**Sport Economics (SPM 4931)**
- Spring 2016: 43 students / students’ overall instructor rating M=4.38 Mdn=5 (scaled 1-5; 5 indicates “Excellent”)
- Fall 2015: 38 students / students’ overall instructor rating M=3.72 Mdn=4 (scaled 1-5; 5 indicates “Excellent”)

**Sport in Society (SPM 4012)**
- Spring 2017: 40 students / students’ overall instructor rating M=4.47 Mdn=5 (scaled 1-5; 5 indicates “Excellent”)
- Spring 2015: 35 students / students’ overall instructor rating M=4.66 Mdn=5 (scaled 1-5; 5 indicates “Excellent”)
- Fall 2014: 40 students / students’ overall instructor rating M=4.14 Mdn=4.5 (scaled 1-5; 5 indicates “Excellent”)

**Study Abroad Course Development**  
Social Issues in Sport in Spain (SPMT 4353)

**New Course Development**  
Sport Economics: Special Topics in Sport Management (SPM 4931)

**New Online Course Development**  
Financial Management in Sport (SPMT 5321)  
Financial and Economic Aspects of Sport (SPMT 4357)

### Awards, Grants, Memberships

<table>
<thead>
<tr>
<th>Grant Activity</th>
<th>2019</th>
<th>2018</th>
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<tr>
<td><strong>McLeod, C. M.</strong> (PI). Policy implications of aspirational labor: A study of minor league baseball. Submitted to UpJohn Institute ($5,000, not funded)</td>
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<td><strong>McLeod, C. M.</strong> (PI), Pifer, N. D. (co-PI), Lumpkin, A. (co-PI). Biased expectations and labor market surplus in Minor League Baseball. Submitted to Russell Sage Foundation ($49,000, not funded).</td>
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<td><strong>McLeod, C. M.</strong> (PI), Odio, M. (co-PI), Furst-Holloway, S. (co-PI), &amp; Mahoney, K. (co-PI). The punctuated lives of non-standard event employees. Submitted to Russely Sage Foundation ($175,000, not funded).</td>
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<td>Flanagan, M. K. (PI), <strong>McLeod, C. M.</strong> (co-I), Horner, M. I. (co-I), Ternes, N.</td>
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(co-I). Enhanced mobility for individuals experiencing homelessness: A sport-based service learning project. North American Society for Sport Management, service learning grant ($2,000, awarded)


2015 **McLeod, C. M.** Connecting play-grounds: An initiative to build the sport social environment of Tallahassee youth sport leagues. Submitted to Aspire Zone Foundation, PASS THE BATON initiative (not funded)


**Internal Funding and Awards**

2013 Florida State University Legacy Fellowship ($200,000, awarded)

**Memberships**

Current North American Society for Sport Management

Current North American Society for the Sociology of Sport

**Service**

**To the Academy**

2018, 2019 Ad Hoc Reviewer, *Journal of Sport and Social Issues*


2017 Ad Hoc Reviewer, *Asia Pacific Journal for Sport and Social Sciences*


2015 Ad Hoc Reviewer, *Journal of Amateur Sport*

2015 Ad Hoc Reviewer, *Cultural Studies/Critical Methodologies*

**To the University**

2019 Faculty Search Committee, Texas Tech University

2018 Faculty Search Committee, Texas Tech University
2017  Faculty Search Committee, Texas Teach University
2015  Doctoral Student Member, Department of Sport Management Tenure-Track Faculty Search Committee, Florida State University
2015  Grade Appeals Committee, Florida State University
2013-2017 Florida State University Fellows Society

To the Community

2019  Member of Player Development Committee, More Than Baseball
2016  Curriculum Director, North Florida Freedom Schools culturally relevant physical education program
2015  Sport programmer and volunteer, Kearney Center Tallahassee, Florida (consolidated center for homeless services)
2014  Sport programmer and volunteer, Renaissance Community Center for Homeless Services in Tallahassee Florida
Referees

Joshua I. Newman, Ph.D.
Professor
Department of Sport Management
Director, Center for Sport, Health, and Equitable Development
Florida State University
Tully 1032
139 Chieftan Way
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Parks, Recreation and Tourism Management
North Carolina State University
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McLeod Referees

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Assistant Professor
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Campus Box 8004, 2028E Biltmore Hall
Raleigh, NC
27695-8004
Work Eligibility-Visa Sponsorship

Are you presently eligible to work in the United States?
Yes

Will you now or in the future require sponsorship for employment visa status (e.g., H-1B status)?
Yes
How Did You Hear About This Opportunity?

Please tell us how you learned about this opportunity by selecting the primary sources below:

Professional Organization
Relative/Member of Household Employed at UF

Do you have a relative or a person living in your household who is employed at the University of Florida?

No